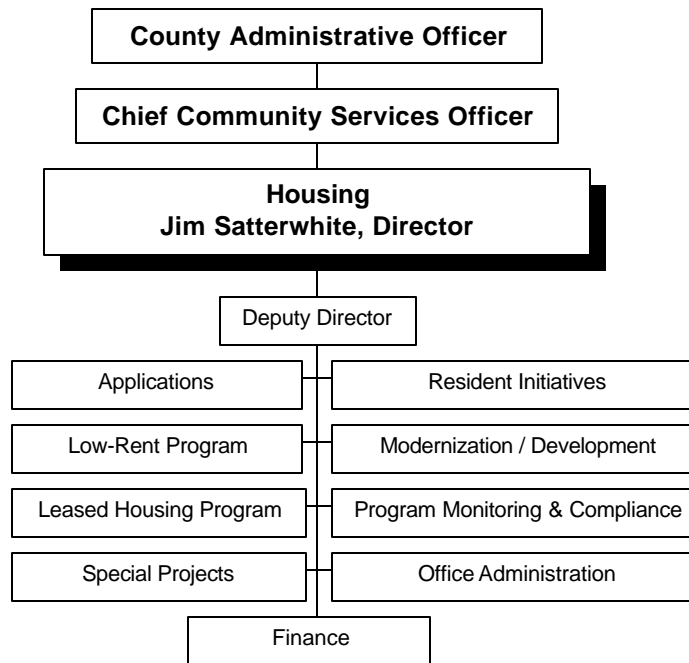




## HOUSING



## MISSION

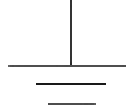
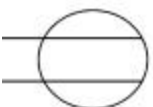
The Mission of the Maricopa County Housing Department is to increase the supply of and maintain existing affordable rental housing for low-income households who cannot afford to pay market rents and promote training, educational opportunities and economic self-sufficiency so they can become homeowners.

## GOALS

- ↔ Empower housing residents to make decisions that will improve their economic standing and eventually lead to homeownership
- ↔ By September 2002, achieve a score of 90 or more from Housing and Urban Development (HUD) according to their annual review criteria
- ↔ By January 2004, increase the number of agency managed/owned properties from 827 to 1027 utilizing funding other than from HUD
- ↔ By fiscal year 2004, 95% of residents surveyed express satisfaction with Housing
- ↔ Promote a motivating work environment with a capable and efficient team of employees to operate as a customer friendly and fiscally prudent leader in the affordable housing industry as evidenced by comparison to the overall satisfaction results of the County
- ↔ By December 2003, reduce drug and criminal activity at our properties by 5%
- ↔ Operate all housing programs so that income will exceed expenditures and program reserves

## ISSUES

- ↔ Reduction in reliance upon HUD funding will require us to develop additional affordable housing, maintain current inventory and complete capital improvements using alternative funding sources.
- ↔ Neighborhood resistance to affordable housing will create new opportunities to partner with community and other planning groups.
- ↔ Recruiting and retaining knowledgeable, competent staff will require keener marketing efforts and a more professional, enriching environment in which to work.
- ↔ Partnering with agencies that provide our clients with credit counseling, job training, basic education and budget classes and maintenance skills training for eventual homeownership will decrease client reliance





## MARICOPA COUNTY FY 2001-02 ANNUAL BUSINESS STRATEGIES

upon the department.

- ↔ Explosive growth will demand one-touch, immediate response information systems and take its toll on staffing, morale, and the ability to meet changing environments quickly.
- ↔ Availability of reliable computer software system vendors will challenge our ability to meet the ever-changing HUD guidelines and technological advancements to conduct our business electronically.
- ↔ Land affordability may limit the success rate of affordable housing development, causing us to seek public lands and legislative changes.
- ↔ Needs of the elderly will redirect our focus from independent living to affordable congregate and shared living arrangements.

### PERFORMANCE MEASURES

Performance Measures	FY 99 Actual	FY 00 Actual	FY 01 Actual	FY 02 Projected
Low Rent HQS Inspections	100%	100%	100%	100%
Section 8 HQS Inspections	100%	N/A	N/A	N/A
Emergency work orders completed	100%	100%	100%	100%
Routine (days) – work orders	24	1.16	1.4	2
Low Rent Occupancy	98%	98%	98%	98%
Section 8 Occupancy	75%	N/A	N/A	N/A
Unit Turn-around (days)	21	28	28	20
Modernization Expenditures	80%	80%	80%	80%
Rent Collections	96%	N/A	99%	98%

### POSITION DISTRIBUTION

POSITION DISTRIBUTION 66 HOUSING	
WORKING TITLE	FTE
ACCOUNTANT	3.0
ADMINISTRATIVE ASSISTANT	2.0
ASSISTANT BUYER	1.0
ASSISTANT MANAGER	4.0
BUILDING INSPECTOR	2.0
BUYER	1.0
CLERK	1.0
COMMUNITY SERVICES MANAGER	1.0
DEPUTY DIRECTOR	1.0
DRUG ELIMINATION COORDINATOR	1.0
EXECUTIVE ASSISTANT	1.0
EXECUTIVE DIRECTOR	1.0
FINANCE DIRECTOR	1.0
HOUSING CLERK	1.0
HOUSING MANAGER	4.0
HOUSING SPECIALIST	5.0
MIS ASSISTANT	1.0
MIS COORDINATOR	1.0
MOD/MAINTENANCE MANAGER	1.0
OFFICE SITE CLERK	3.0
PROGRAM ASSISTNCE REP I	1.0
PUBLIC HOUSING SUPERVISOR	1.0
RECEPTIONIST	1.0
RESIDENT TRAINEE	1.0
SECTION 8 APPL. COORDINATOR	1.0
SECTION 8 LEASING SUPERVISOR	1.0
SECTION 8 SUPERVISOR	1.0
TRADES GENERALIST	16.0
TRADES LEAD	4.0
WAIT LIST COORDINATOR	1.0
<b>TOTAL</b>	<b>64.0</b>



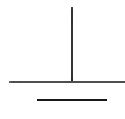
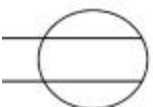
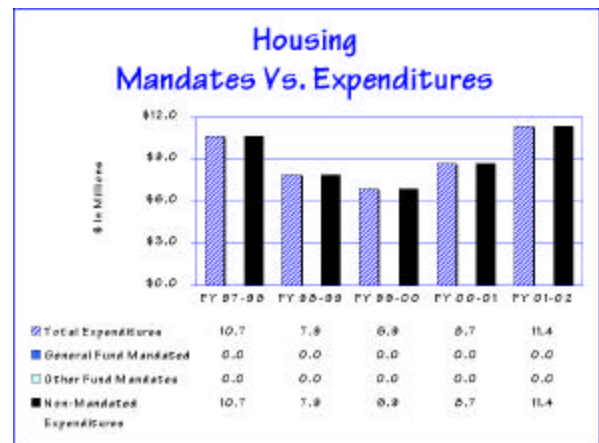
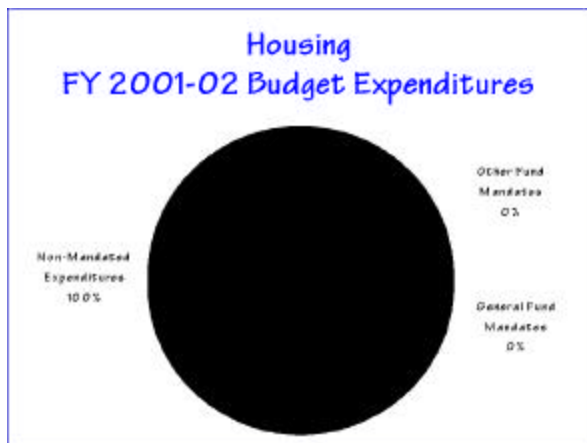


## MANDATE CONSOLIDATED FINANCIAL DATA

Total Department Expenditures	Special Revenue	Total
FY 1996-97 Actuals	N/A	N/A
FY 1997-98 Actuals	\$ 10,706,358	\$ 10,706,358
FY 1998-99 Actuals	\$ 7,878,206	\$ 7,878,206
FY 1999-00 Actuals	\$ 6,946,806	\$ 6,946,806
FY 2000-01 Estimate	\$ 8,749,266	\$ 8,749,266
FY 2001-02 Adopted Budget	\$ 11,429,508	\$ 11,429,508

Total Non-Mandated Expenditures	Special Revenue	Total
FY 1996-97 Actuals	N/A	N/A
FY 1997-98 Actuals	\$ 10,706,358	\$ 10,706,358
FY 1998-99 Actuals	\$ 7,878,206	\$ 7,878,206
FY 1999-00 Actuals	\$ 6,946,806	\$ 6,946,806
FY 2000-01 Estimate	\$ 8,749,266	\$ 8,749,266
FY 2001-02 Adopted Budget	\$ 11,429,508	\$ 11,429,508

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.



# MARICOPA COUNTY FY 2001-02 ANNUAL BUSINESS STRATEGIES

## DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - ADOPTED

### HOUSING Department 66

FUND TYPE	Personal Services	Supplies & Services	Capital Outlay	Total Expenses	Total Revenue
SPECIAL REVENUE	2,427,261	7,641,417	1,360,830	11,429,508	11,429,508
SUB-TOTAL	\$ 2,427,261	\$ 7,641,417	\$ 1,360,830	\$ 11,429,508	\$ 11,429,508
TOTAL FUNDS	\$ 2,427,261	\$ 7,641,417	\$ 1,360,830	\$ 11,429,508	\$ 11,429,508

## EXPENDITURES AND REVENUES BY DEPARTMENT/OBJECT

### HOUSING Department 66

	FY 00-01 Final Adopted	FY 00-01 Revised	FY 00-01 Projected	FY 01-02 Requested	FY 01-02 Adopted	Variance	%
<b>RESOURCES</b>							
REVENUE							
615 GRANTS	16,427,780	16,427,780	8,749,266	11,429,508	11,429,508	(4,998,272)	-30%
Sub Total	\$ 16,427,780	\$ 16,427,780	\$ 8,749,266	\$ 11,429,508	\$ 11,429,508	\$ (4,998,272)	-30%
Total Resources	\$ 16,427,780	\$ 16,427,780	\$ 8,749,266	\$ 11,429,508	\$ 11,429,508	\$ (4,998,272)	-30%
<b>EXPENDITURES</b>							
PERSONAL SERVICES							
701 REGULAR PAY	\$ 1,990,654	\$ 1,981,227	\$ 1,377,279	\$ 2,108,416	\$ 1,931,400	\$ 49,827	3%
705 TEMPORARY PAY	-	-	17,859	-	-	-	-
710 OVERTIME	-	-	6,470	-	-	-	-
750 FRINGE BENEFITS	404,068	413,495	291,417	497,057	495,861	(82,366)	-20%
790 OTHER PERSONAL SERVICES	-	-	3,493	-	-	-	-
795 PERSONAL SERVICES ALLOC.-OUT	(2,394,722)	(2,394,722)	(1,696,518)	(2,394,722)	(2,427,261)	32,539	1%
796 PERSONAL SERVICES ALLOC.-IN	2,394,722	2,394,722	1,696,518	2,394,722	2,427,261	(32,539)	-1%
Subtotal	\$ 2,394,722	\$ 2,394,722	\$ 1,696,518	\$ 2,605,473	\$ 2,427,261	\$ (32,539)	-1%
SUPPLIES & SERVICES							
801 GENERAL SUPPLIES	\$ 500,986	\$ 500,986	\$ 250,488	\$ 345,719	\$ 345,589	\$ 155,397	31%
803 FUEL	17,500	17,500	8,748	16,266	16,266	1,234	7%
810 LEGAL SERVICES	9,670	9,670	4,834	18,893	-	9,670	100%
812 OTHER SERVICES	120,700	120,700	48,546	475,000	440,299	(319,599)	-265%
820 OPERATING LEASES & RENTS	36,000	36,000	18,000	36,000	36,000	-	0%
825 REPAIRS & MAINTENANCE	24,750	24,750	24,174	24,750	24,850	(100)	0%
839 INTERNAL SERVICE CHARGES	147,441	147,441	67,811	-	231,806	(84,365)	-57%
842 TRAVEL & EDUCATION	26,500	26,500	13,248	30,000	30,000	(3,500)	-13%
845 SUPPORT & CARE OF PERSONS	5,200,000	5,200,000	2,599,998	5,385,000	5,385,000	(185,000)	-4%
850 UTILITIES	1,124,433	1,124,433	562,215	1,063,124	1,063,124	61,309	5%
880 TRANSFERS OUT	84,298	84,298	84,298	68,453	68,483	15,815	19%
Subtotal	\$ 7,292,278	\$ 7,292,278	\$ 3,682,360	\$ 7,463,205	\$ 7,641,417	\$ (349,139)	-5%
CAPITAL OUTLAY							
915 BUILDINGS & IMPROVEMENTS	6,740,780	6,740,780	3,370,388	1,360,830	1,360,830	5,379,950	80%
Subtotal	\$ 6,740,780	\$ 6,740,780	\$ 3,370,388	\$ 1,360,830	\$ 1,360,830	\$ 5,379,950	80%
Total Expenditures	\$ 16,427,780	\$ 16,427,780	\$ 8,749,266	\$ 11,429,508	\$ 11,429,508	\$ 4,998,272	30%

**TOTAL BUDGET BY PROGRAM**  
**FY 2001-02**  
**HOUSING GRANTS**  
**Agency 661**

Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
6610	LOW RENT/CONVENTIONAL	\$ -	\$ 1,544,144	\$ -	\$ 1,544,144	\$ 3,247,512
6620	SEC 8 CERTIFICATE	-	5,517,894	-	5,517,894	6,250,000
6630	ROSS GRANT	-	162,231	-	162,231	166,166
6650	DRUG ELIMINATION PROGRAM	-	370,792	-	370,792	405,000
6680	COMPREHENSIVE GRANT PROGRAM	2,427,261	46,356	1,360,830	3,834,447	1,360,830
<b>Totals:</b>		<b>\$ 2,427,261</b>	<b>\$ 7,641,417</b>	<b>\$ 1,360,830</b>	<b>\$ 11,429,508</b>	<b>\$ 11,429,508</b>

**EXPENDITURES AND REVENUES BY AGENCY/OBJECT**  
**HOUSING GRANTS**  
**Agency 661**

	FY 00-01 Final Adopted	FY 00-01 Projected	FY 00-01 Revised	FY 01-02 Requested	FY 01-02 Adopted	Variance	%
<b>RESOURCES</b>							
REVENUE							
615 GRANTS	16,427,780	8,749,266	16,427,780	11,429,508	11,429,508	(4,998,272)	-30%
Sub Total	\$16,427,780	\$8,749,266	\$16,427,780	\$11,429,508	\$ 11,429,508	\$ (4,998,272)	-30%
Total Resources	\$16,427,780	\$8,749,266	\$16,427,780	\$11,429,508	\$ 11,429,508	\$ (4,998,272)	-30%
<b>EXPENDITURES</b>							
PERSONAL SERVICES							
796 PERSONAL SERVICES ALLOC.-IN	2,394,722	1,696,518	2,394,722	2,394,722	2,427,261	(32,539)	-1%
Subtotal	\$2,394,722	\$1,696,518	\$2,394,722	\$2,394,722	\$ 2,427,261	\$ (32,539)	-1%
SUPPLIES & SERVICES							
801 GENERAL SUPPLIES	\$500,986	\$250,488	\$500,986	\$345,719	\$ 345,589	\$ 155,397	31%
803 FUEL	17,500	8,748	17,500	16,266	16,266	1,234	7%
810 LEGAL SERVICES	9,670	4,834	9,670	18,893	-	9,670	100%
812 OTHER SERVICES	120,700	48,546	120,700	475,000	440,299	(319,599)	-265%
820 OPERATING LEASES & RENTS	36,000	18,000	36,000	36,000	36,000	-	0%
825 REPAIRS & MAINTENANCE	24,750	24,174	24,750	24,750	24,850	(100)	0%
839 INTERNAL SERVICE CHARGES	147,441	67,811	147,441	-	231,806	(84,365)	-57%
842 TRAVEL & EDUCATION	26,500	13,248	26,500	30,000	30,000	(3,500)	-13%
845 SUPPORT & CARE OF PERSONS	5,200,000	2,599,998	5,200,000	5,385,000	5,385,000	(185,000)	-4%
850 UTILITIES	1,124,433	562,215	1,124,433	1,063,124	1,063,124	61,309	5%
880 TRANSFERS OUT	84,298	84,298	84,298	68,453	68,483	15,815	19%
Subtotal	\$7,292,278	\$3,682,360	\$7,292,278	\$7,463,205	\$ 7,641,417	\$ (349,139)	-5%
CAPITAL OUTLAY							
915 BUILDINGS & IMPROVEMENTS	6,740,780	3,370,388	6,740,780	1,360,830	1,360,830	5,379,950	80%
Subtotal	\$6,740,780	\$3,370,388	\$6,740,780	\$1,360,830	\$ 1,360,830	\$ 5,379,950	80%
Total Expenditures	\$16,427,780	\$8,749,266	\$16,427,780	\$11,218,757	\$ 11,429,508	\$ 4,998,272	30%
Operating Balance (Rev. - Exp.)	\$0	\$0	\$0	\$210,751	\$ -	\$ -	

**TOTAL BUDGET BY PROGRAM****FY 2001-02****HOUSING PAYROLL****Agency 662**

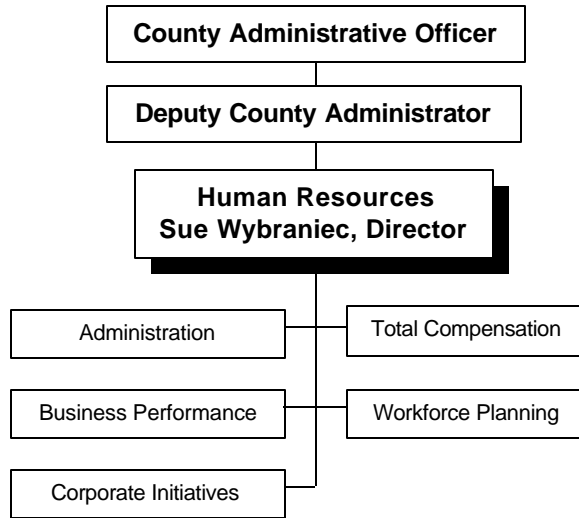
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
6690	HOUSING PAYROLL	\$ (0)	\$ -	\$ -	\$ (0)	\$ -
<b>Totals:</b>		<b>\$ (0)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (0)</b>	<b>\$ -</b>

**EXPENDITURES AND REVENUES BY AGENCY/OBJECT****HOUSING PAYROLL****Agency 662**

	FY 00-01 Final Adopted	FY 00-01 Projected	FY 00-01 Revised	FY 01-02 Requested	FY 01-02 Adopted	Variance	%
<b>EXPENDITURES</b>							
PERSONAL SERVICES							
701 REGULAR PAY	\$1,990,654	\$1,377,279	\$1,981,227	\$2,108,416	\$1,931,400	\$49,827	3%
705 TEMPORARY PAY	-	17,859	-	-	-	-	-
710 OVERTIME	-	6,470	-	-	-	-	-
750 FRINGE BENEFITS	404,068	291,417	413,495	497,057	495,861	\$(82,366)	-20%
790 OTHER PERSONAL SERVICES	-	3,493	-	-	-	-	-
795 PERSONAL SERVICES ALLOC.-OUT	(2,394,722)	(1,696,518)	(2,394,722)	(2,394,722)	(2,427,261)	\$32,539	1%
Subtotal	\$0	\$(0)	\$0	\$210,751	\$(0)	\$0	269%
<b>SUPPLIES &amp; SERVICES</b>							
Total Expenditures	\$0	\$(0)	\$0	\$210,751	\$(0)	\$0	269%
Operating Balance (Rev. - Exp.)	\$(0)	\$0	\$(0)	\$(210,751)	\$0	\$0	269%



## HUMAN RESOURCES

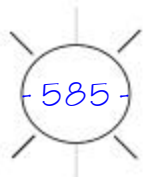
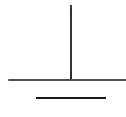
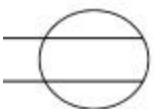


## MISSION

The mission of the Maricopa County Human Resources Department is to provide leadership and human resources systems and programs to officials, departments, and agencies so that they can achieve their business goals.

## GOALS

- ↔ By June, 2002, our internal customers will report that Human Resources' services and delivery methods have been redefined and redesigned so that they meet the emerging business needs of their department/agency.
- ↔ By 2002, the Human Resources Department will have implemented a responsive, flexible, and competitive total compensation and benefits program, managed within available resources, so that the number of employees leaving voluntarily due to compensation issues is reduced.
- ↔ By December 2003, the Human Resources Department will demonstrate corporate leadership through performance consulting and innovative transactional support as indicated by results achieved, customer reporting, and active partnership in departmental strategic and business planning.





## PERFORMANCE MEASURES

Performance Measures	FY 99 Actual	FY 00 Actual	FY 01 Actual	FY 02 Projected
Number of positions requested for recruitment	3,154	1,413	5677	N/A
Number of merit appeals filed	20	19	26	N/A
Number of Non-ADA EEOC position statements filed	10	22	43	N/A
Percentage of successful (upheld) merit appeals	100.0%	100%	100%	N/A
Percentage of denied non-ADA EEOC charges	100.0%	45%	65%	N/A
Number of ADA EEOC position statements filed	6	3	7	N/A
Number of customers served	75,130	72,630	79,770	N/A
Percentage of denied ADA EEOC charges	100%		66%	100%
Applicants/employees satisfied with service	N/A	N/A	N/A	N/A
Number of auto paychecks	288,613	294,821	313,252	N/A
Number of personnel action forms (PAFs)	23,377		21,891	N/A
Percentage of manual (corrections) to auto checks	0.7%	0.55%	0.51%	N/A
Percentage of corrections to PAFs entered	2.0%	N/A	0.80%	N/A
Number of salary advancement requests	11,483	N/A	13,154	N/A
Number of market studies requested	455	N/A	510	N/A
Percentage of departments satisfied with service	N/A	N/A	64%	N/A
Percentage of department satisfied with market studies	N/A	N/A	N/A	N/A
Number of customer service contacts	22,664	N/A	31,205	N/A
Percentage of employees in optional programs	45.00%	N/A	51%	N/A
Health insurance cost per employee	\$3,069	N/A	2,653	N/A
Percentage of employees satisfied with health ins.	83.0%	N/A	87%	N/A
Percentage of customers satisfied with service	80.0%	N/A	92%	N/A
Percentage of employees satisfied with optional programs	63.0%	N/A	74%	N/A
Average county employment during period	14,283	13,885	13,454	N/A
Ratio HR staff per 100 employees	0.5	0.5	0.5	N/A
Cost of HR per employee	\$257	N/A	\$284	N/A
Number of separations	2,185	2,667	2,951	N/A
Voluntary turnover	12.2%	N/A	2,029	N/A
Supervisors' & Managers' - # of participants	230	245	156	N/A
Supervisors' & Managers' - % who believe program worthwhile	N/A	N/A	99%	N/A
Supervisors' & Managers' - % improv in ability to do job 6-mo post	N/A	22%	21%	N/A
Employee Development - # enrolled in	1,841	2,688	4,148	N/A
Employee Development - % customer sat. with course	N/A	94%	96%	N/A
Organizational Change - % customer sat. w/ consulting	N/A	N/A	100%	N/A

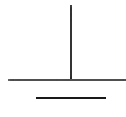
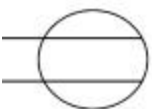






## POSITION DISTRIBUTION

POSITION DISTRIBUTION 31 HUMAN RESOURCES	
WORKING TITLE	FTE
ADMINISTRATIVE ASSISTANT	4.0
ADMINISTRATIVE COORDINATOR	1.0
BENEFITS ADMINISTRATOR	2.0
BENEFITS COORDINATOR	3.0
BENEFITS MANAGEMENT ANALYST	1.0
BENEFITS MANAGER	1.0
BUSINESS MANAGER	1.0
CASE MANAGEMENT SUPERVISOR	1.0
CASE MANAGER	3.0
COMPENSATION ANALYST	4.0
COMPENSATION COORDINATOR	1.0
COMPENSATION MANAGER	1.0
COMPENSATION SERVICES ASST	1.0
CONSULTANT	1.0
CUSTOMER SERVICE REPRESENTATIVE	2.0
CUSTOMER SERVICE SUPERVISOR	1.0
DATABASE ADMINISTRATOR	1.0
DISABILITY COORDINATOR	1.0
EAP COUNSELOR	1.0
EMPLOYEE INFORMATION SRVCS MANAGER	1.0
EMPLOYEE PROGRAMS MANAGER	1.0
EMPLOYEE RECORDS ASSISTANT	2.0
EMPLOYEE RECORDS COORDINATOR	3.0
EMPLOYEE RECORDS SUPERVISOR	1.0
EMPLOYEE RELATIONS SUPERVISOR	1.0
EMPLOYMENT EXAM ASSISTANT	1.0
EMPLOYMENT SERVICES ANALYST	6.0
EMPLOYMENT SERVICES ASSISTANT	5.0
EMPLOYMENT SERVICES MANAGER	1.0
ERGONOMICS SPECIALIST	3.0
EXAM AND SUPPORT SUPERVISOR	1.0
FISCAL CONSULTANT	1.0
HUMAN RESOURCES ASSISTANT	1.0
HUMAN RESOURCES CLERK	1.0
HUMAN RESOURCES DIRECTOR	1.0
INTAKE COORDINATOR	1.0
LEAD PAYROLL COORDINATOR	1.0
MANAGER	1.0
MENTOR PROGRAM COORDINATOR	1.0
MERIT SYSTEMS ADMINISTRATOR	1.0
MERIT SYSTEMS COORDINATOR	1.0
OFFICE ADMINISTRATOR	1.0
PAYROLL COORDINATOR	4.0
PAYROLL SUPERVISOR	1.0
PROGRAMS ADMINISTRATOR	1.0
SENIOR ORGANZATIONAL CONSULTANT	0.0
STAFFING SUPERVISOR	1.0
TECHNOLOGY RESOURCE COORDINATOR	1.0
TRAINING CONSULTANT	2.0
TRAINING COORDINATOR	1.0
WELLNESS COORDINATOR	1.0
<b>TOTAL</b>	<b>80.0</b>





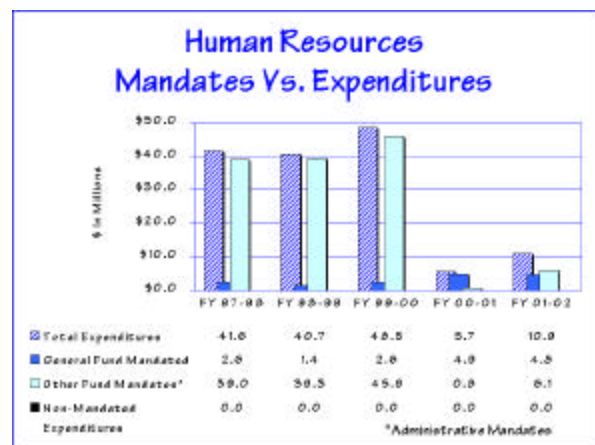
## MANDATE CONSOLIDATED FINANCIAL DATA

Total Department Expenditures	General Fund	Internal Service	Total
FY 1996-97 Actuals	\$ 3,397,135	\$ 40,607,207	\$ 44,004,342
FY 1997-98 Actuals	\$ 2,614,109	\$ 39,003,466	\$ 41,617,575
FY 1998-99 Actuals	\$ 1,388,846	\$ 39,269,378	\$ 40,658,224
FY 1999-00 Actuals	\$ 2,559,925	\$ 45,978,739	\$ 48,538,664
FY 2000-01 Estimate	\$ 4,876,759	\$ 811,604	\$ 5,688,363
FY 2001-02 Adopted Budget	\$ 4,831,005	\$ 6,061,596	\$ 10,892,601

Total Mandated Expenditures	General Fund	Internal Service	Total
FY 1996-97 Actuals	\$ 1,227,105	\$ -	\$ 1,227,105
FY 1997-98 Actuals	\$ 1,326,373	\$ -	\$ 1,326,373
FY 1998-99 Actuals	\$ 763,865	\$ -	\$ 763,865
FY 1999-00 Actuals	\$ 1,459,157	\$ -	\$ 1,459,157
FY 2000-01 Estimate	\$ 2,795,126	\$ -	\$ 2,795,126
FY 2001-02 Adopted Budget	\$ 2,768,649	\$ -	\$ 2,768,649

Total Administrative Mandates	General Fund	Internal Service	Total
FY 1996-97 Actuals	\$ 2,170,030	\$ 40,607,207	\$ 42,777,237
FY 1997-98 Actuals	\$ 1,287,736	\$ 39,003,466	\$ 40,291,202
FY 1998-99 Actuals	\$ 624,981	\$ 39,269,378	\$ 39,894,359
FY 1999-00 Actuals	\$ 1,100,768	\$ 45,978,739	\$ 47,079,507
FY 2000-01 Estimate	\$ 2,081,633	\$ 811,604	\$ 2,893,237
FY 2001-02 Adopted Budget	\$ 2,062,356	\$ 6,061,596	\$ 8,123,952

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.

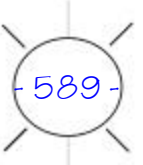
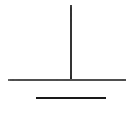
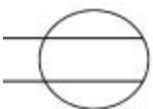


**MANDATE INFORMATION****HUMAN RESOURCES TOTAL COMPENSATION & BENEFITS PROGRAM / BENEFITS ACTIVITY****AUTHORITY**

- Consolidated Omnibus Budget Reconciliation Act of 1985 (COBRA) Section 1003
- Health Insurance Portability and Accountability Act of 1996 (HIPAA);
- USC Title 26, Section 79, Group-term life insurance purchased for employees;
- USC Title 26, Section 106, Contributions by employer to accident and health plans;
- USC Title 26, Section 125, Cafeteria Plans;
- USC Title 26, Section 129, Dependent care assistance programs,
- USC Title 26, Section 132, Certain fringe benefits;
- USC Title 26, Section 457 Deferred Compensation plans;
- ARS § 11-251 (34) Deferred compensation plan;
- ARS § 11-251 (50) Cafeteria employee benefit plans;
- ARS § 11-251 (51) Fringe employee benefits;
- ARS § 11-263 Authorization to procure insurance, expenditures of public funds;
- ARS § 11-981 Authorization to self insure, trust funds, coverage mandates;
- ARS TITLE 38, Chapter 5, Article 2 Arizona State Retirement System;
- ARS TITLE 38, Chapter 5, Article 3 Elected Officials' Retirement Plan;
- ARS TITLE 38, Chapter 5, Article 4 Public Safety Personnel Retirement System;
- ARS TITLE 38, Chapter 5, Article 5 Tax Deferred Annuity and Deferred Compensation Programs;
- ARS TITLE 38, Chapter 5, Article 6, Corrections Officer Retirement Plan;

**HUMAN RESOURCES TOTAL COMPENSATION & BENEFITS PROGRAM / PAYROLL ACTIVITY****AUTHORITY**

- USC Title 26, Sections 1 through 5, Tax on individuals;
- USC Title 26, Section 79, Group-term life insurance purchased for employees;
- USC Title 26, Section 106, Employer contributions to accident and health plans;
- USC Title 26, Section 125, Cafeteria Plans;
- USC Title 26, Section 457 Deferred Compensation plans
- USC Title 26, Section 3101 -3128, Federal insurance contributions act (FICA)
- USC Title 26, Sections 3401 - 3406, Collection of Income tax at source on wages;
- USC Title 26, Sections 7601 - 7612, examination and inspection
- Social Security Administration Section 218 Agreement;
- CFR Title 63 25135-5-6-98 DCIA (Debt Collection Improvement Act);
- CFR Title 26, Sections 301.6330-1T through 301.6334-4, levies & garnishments;
- Circular E-wage withholding and advance EIC;
- ARS § 11-644 Stale-dated payroll warrants;
- ARS § 23-284 and 23-286 Hours of Labor;
- ARS § 23-311 through 23-329 Minimum Wages for Minors;
- ARS § 23-350 through 23-362 Payment of Wages;
- ARS § 23, Chapter 5, Family Support Duties (child support enforcement);
- ARS § 38-621 Travel Expenses;
- ARS § 38-701 through 38-705 social Security for Public Officers and Employees;
- ARS Title 38, Chapter 5, Article 2 Arizona State Retirement System;
- ARS Title 38, Chapter 5, Article 3 Elected Officials' Retirement Plan;
- ARS Title 38, Chapter 5, Article 4 Public Safety Personnel Retirement System;
- ARS Title 38, Chapter 5, Article 5 Tax Deferred Annuity and Deferred Compensation Programs;
- ARS Title 38, Chapter 5, Article 6, Corrections Officer Retirement Plan;
- ARS § 38-610 Leave of absence for military training;
- ARS § 38-615 Payment of accumulated sick leave;
- ARS § 43, Chapter 4 Withholding;





## **HUMAN RESOURCES TOTAL COMPENSATION & BENEFITS PROGRAM / COMPENSATION MANAGEMENT & COMPENSATION PLAN ACTIVITIES**

- AUTHORITY**
- USC Title 29 United States Code, Chapter 8 Fair Labor Standards Act;
  - Arizona Constitution Article XII, Section 4 County Officers salaries;
  - Arizona Constitution Article XVIII, Labor
  - ARS § 08-203 Juvenile Court Employees salaries;
  - ARS § 11-251 (38) Overtime work; salary and wage plans;
  - ARS § 11-283 Industrial plan employee salaries;
  - ARS § 11-401 Enumeration of officers;
  - ARS § 11-402 Qualifications for a county office;
  - ARS § 11-409 Deputies and employees appointment;
  - ARS § 11-419 County salaries (County elected officials);
  - ARS § 11-422 Salary of the clerk of the board;
  - ARS § 11-423 Salary of county officer assistants and employees;
  - ARS § 11-424.01 Constables' salaries;
  - ARS § 11-424.02 Receipt of salary by justices of the peace;
  - ARS § 11-442 Ranger deputies appointment and compensation;
  - ARS § 11-561 County Engineer qualifications and salary;
  - ARS § 11-582 Public defender qualifications and salary;
  - ARS § 11-586 Provision for public defender deputies, assistants and employees salaries;
  - ARS § 11-591 County Medical Examiner compensation;
  - ARS § 11-601 (5) Compensation of court interpreters;
  - ARS § 11-704 (B)(1)(a) County sports authority fund employee salaries;
  - ARS § 12-128 Superior Court Judges salaries;
  - ARS § 12-212 and 12-213 Court Commissioners salaries;
  - ARS § 12-224 Court Reporter salaries;
  - ARS § 12-252 Adult Probation Officers' salaries;
  - ARS § 12-281 Clerk of the Superior Court salary;
  - ARS § 14-5601 Public Fiduciary salary;
  - ARS § 22-125 Justice of the Peace salaries;
  - ARS § 22-131 Salaries of Constables' deputies, stenographers, clerks and assistants;
  - ARS § 23-230 through 23-242 Youth Employment;
  - ARS § 23-284 and 23-286 Hours of Labor;
  - ARS § 23-311 through 23-329 Minimum Wages for Minors;
  - ARS § 23-340 through 23-341 Equal Wages;
  - ARS § 23-350 through 23-362 Payment of Wages;
  - ARS § 23-391 through 23-392 Wages and Hours of Public Employees;
  - ARS § 38-615 Payment of accumulated sick leave;
  - ARS § 41-1904 Commission on Salaries for Elective State Officers, Recommendations ;

## **HUMAN RESOURCES BUSINESS PERFORMANCE PROGRAM / EMPLOYEE DEVELOPMENT**

- AUTHORITY**
- USC Title 26, Section 127, Educational assistance programs;



**HUMAN RESOURCES BUSINESS PERFORMANCE PROGRAM / EMPLOYEE RELATIONS ACTIVITY****AUTHORITY**

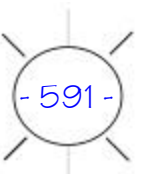
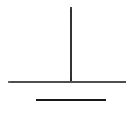
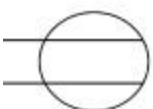
- USC Title VII of the Civil Rights Act of 1964;
- USC Title 29, Chapter 14, Age Discrimination in Employment;
- Federal Equal Employment Opportunity Commission (EEOC) Guidelines
- Veterans Re-employment Act Chapter 38 U.S.C.A. 4301-4307;
- Vocational Rehabilitation Act of 1973 Section 504;
- U. S. Supreme Court Case Law Cleveland Board of Education v. Loudermill;
- DOL 11-246 Executive Order;
- Arizona Constitution, Article XVIII, Labor;
- ARS § USC Title 23, Chapter 2, Employment Practices & Working Conditions;
- ARS TITLE 23, Chapter 8 Labor Relations;
- ARS TITLE 23, Chapter 9 Employment Protection Act;
- ARS § 26-167 prohibition of discrimination of national guard members;
- ARS TITLE 38, Chapter 3, Article 9 Disclosure of Information by Public Employees ("Whistleblowing");
- ARS TITLE 41; Chapter 9 Civil Rights, Article 6 Enforcement Procedures for Discrimination in Employment

**HUMAN RESOURCES BUSINESS PERFORMANCE PROGRAM / EMPLOYEE WELL-BEING ACTIVITY****AUTHORITY**

- Rehabilitation Act of 1973 Section 504;
- Federal Highway Administration 49 C.F.R. Part 382;
- Federal Transit Administration 49 C.F.R. Parts 40, 653 and 654;
- USC Title 29, Chapter 28, Family Medical Leave Act;
- Americans with Disabilities Act of 1990 (ADA);
- Drug Free Workplace Act of 1989 41 U.S.C. 701;
- 65 CFR82462 Privacy Rule [Requires medical providers to limit the amount of medical information shared with employers. Gives employees the right to grant/not grant release of their medical information and to amend what is released];
- Court Order Settlement (Citation H0157-0056/115651481);
- ARS § 01-301 Holidays'
- ARS TITLE 23, Chapter 2, Article 10 Division of Occupational Safety and Health;
- ARS TITLE 23, Chapter 2, Article 14 Drug Testing of Employees;
- ARS TITLE 23, Chapter 3, Article 1 Vocational Rehabilitation
- ARS TITLE 23, Chapter 5 Workers' Compensation;
- ARS § 23-493 through 23-493.11 Drug Testing of Employees;
- ARS TITLE 38, Chapter 5 Article 2.1 long-term Disability Program;
- ARS TITLE 41 State Government, Chapter 9 Civil Rights, Article 8 Public Accommodation and Services

**HUMAN RESOURCES BUSINESS PERFORMANCE PROGRAM / MERIT SYSTEMS SUPPORT****AUTHORITY**

- Federal Civil Service Act (Pendleton Act);
- Gottsponer v Maricopa County Employee Merit System Commission;
- Office of Personnel Management "Standards for a Merit System of Personnel Administration";
- ARS § 11-351 through 356 County Employee Merit System;
- ARS § 12- 242 Interpreters for deaf persons (commission meetings);
- ARS § 38-1001 through 1007 Law Enforcement Officers Merit System;
- ARS § 38-1001 through 38 -1007 Law Enforcement Officers Merit System;





## **HUMAN RESOURCES CORPORATE INITIATIVES PRORAM**

- AUTHORITY**
- ARS § 11-251 (53) Bus or vanpool transportation reimbursement;
  - ARS § 11-251 (57) Sale of County-logo souvenir items;
  - ARS 38-614 County Employee Merit Awards;
  - ARS § 49-581 through 49-593 Travel Reduction Program;
  - ARS § 49-581, et. Seq. Trip Reduction Program.
  - County Ordinance P-7 Trip Reduction Ordinance;

## **HUMAN RESOURCES WORKFORCE PLANNING PROGRAM / EMPLOYMENT SERVICES**

- AUTHORITY**
- USC Title VII of the Civil Rights Act of 1964;
  - USC Title 29, Chapter 14, Age Discrimination in Employment;
  - Americans with Disabilities Act of 1990 (ADA);
  - Rehabilitation Act of 1973 Section 504;
  - Federal Civil Service Act (Pendleton Act);
  - Federal Immigration Reform & Control Act of 1986
  - Federal Equal Employment Opportunity Commission (EEOC) Guidelines (Technical Assistance);
  - Federal Guidelines on Employee Selection EEOC USC Title 7;
  - Veterans Re-Employment Act;
  - ARS § 11-251 (10) Filling vacancies;
  - ARS § 23-230 through 23-242 Youth Employment;
  - ARS § 38-201 General Qualifications;
  - ARS TITLE 38, Chapter 3, Article 7 Civil Service Preference for Veterans;
  - Maricopa County adopted merit system rules

## **HUMAN RESOURCES WORKFORCE PLANNING PROGRAM / INFORMATION MANAGEMENT**

- AUTHORITY**
- Federal Immigration Reform & Control Act of 1986;
  - Personal Responsibility Work Opportunity Reconciliation Act of 1996;
  - ARS § 11-218 Subpoenas;
  - ARS TITLE 23, Chapter 4 Employment Security (Unemployment), Article 5 Contributions (and employer reporting);
  - ARS § 38-201 General Qualifications;
  - ARS TITLE 38, Chapter 5, Article 2 Arizona State Retirement System;
  - ARS TITLE 38, Chapter 5, Article 3 Elected Officials' Retirement Plan;
  - ARS TITLE 38, Chapter 5, Article 4 Public Safety Personnel Retirement System;
  - ARS TITLE 38, Chapter 5, Article 5 Tax Deferred Annuity and Deferred Compensation Programs;
  - ARS TITLE 38, Chapter 5, Article 6, Corrections Officer Retirement Plan;
  - ARS TITLE 38, Chapter 2, Article 4 Oath of Office;
  - ARS § 41-1346 State and local public records management;
  - ARS § 41-1960.02 Des - Employer new hire report;





## DEPARTMENTAL SUMMARY BY FUND TYPE &amp; CATEGORY - ADOPTED

HUMAN RESOURCES  
Department 31

FUND TYPE	Personal Services	Supplies & Services	Capital Outlay	Total Expenses	Total Revenue
GENERAL FUND	\$ 3,612,296	\$ 1,218,709	\$ -	\$ 4,831,005	\$ 157,450
INTERNAL SERVICE	-	6,061,596	-	6,061,596	6,061,596
SUB-TOTAL	\$ 3,612,296	\$ 7,280,305	\$ -	\$ 10,892,601	\$ 6,219,046
TOTAL FUNDS	\$ 3,612,296	\$ 7,280,305	\$ -	\$ 10,892,601	\$ 6,219,046

## EXPENDITURES AND REVENUES BY DEPARTMENT/OBJECT

HUMAN RESOURCES  
Department 31

	FY 00-01 Final Adopted	FY 00-01 Revised	FY 00-01 Projected	FY 01-02 Requested	FY 01-02 Adopted	Variance	%
<b>RESOURCES</b>							
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ 324,141	\$ 324,141	
<b>REVENUE</b>							
635 OTHER CHARGES FOR SERVICES	1,031,989	1,031,989	1,122,659	6,086,896	6,086,896	5,054,907	490%
645 INTEREST EARNINGS	-	-	45,645	-	-	-	
650 MISCELLANEOUS REVENUE	202,000	202,000	122,008	132,150	132,150	(69,850)	-35%
Sub Total	\$ 1,233,989	\$ 1,233,989	\$ 1,290,312	\$ 6,219,046	\$ 6,219,046	\$ 4,985,057	404%
Total Resources	\$ 1,233,989	\$ 1,233,989	\$ 1,290,312	\$ 6,219,046	\$ 6,543,187	\$ 5,309,198	430%
<b>EXPENDITURES</b>							
<b>PERSONAL SERVICES</b>							
701 REGULAR PAY	\$ 2,889,071	\$ 3,064,576	\$ 3,071,624	\$ 3,244,917	\$ 2,971,651	\$ 92,925	3%
705 TEMPORARY PAY	21,600	20,100	41,243	34,700	34,700	(14,600)	-73%
710 OVERTIME	1,000	2,500	4,124	3,900	3,900	(1,400)	-56%
750 FRINGE BENEFITS	577,392	586,521	547,064	634,850	602,044	(15,523)	-3%
790 OTHER PERSONAL SERVICES	-	-	312	-	-	-	
795 PERSONAL SERVICES ALLOC.-OUT	(80,361)	(80,361)	(80,361)	-	-	(80,361)	-100%
796 PERSONAL SERVICES ALLOC.-IN	73,091	-	-	-	-	-	
Subtotal	\$ 3,481,793	\$ 3,593,336	\$ 3,584,006	\$ 3,918,367	\$ 3,612,296	\$ (18,960)	-1%
<b>SUPPLIES &amp; SERVICES</b>							
801 GENERAL SUPPLIES	\$ 224,497	\$ 113,015	\$ 146,223	\$ 422,991	\$ 360,991	\$ (247,976)	-219%
803 FUEL	-	-	283	224	224	(224)	
804 NON-CAPITAL EQUIPMENT	29,500	29,500	94,125	19,000	19,000	10,500	36%
810 LEGAL SERVICES	80,000	80,000	60,374	35,000	35,000	45,000	56%
811 HEALTH CARE SERVICES	-	-	-	-	2,400,000	(2,400,000)	
812 OTHER SERVICES	1,584,071	1,584,010	1,437,608	6,698,625	4,249,275	(2,665,265)	-168%
820 OPERATING LEASES & RENTS	36,760	36,760	35,604	36,250	36,250	510	1%
825 REPAIRS & MAINTENANCE	7,000	7,000	3,671	3,300	3,300	3,700	53%
830 INTERGOVERNMENTAL PAYMENTS	-	-	-	3,000	3,000	(3,000)	
839 INTERNAL SERVICE CHARGES	82,615	82,615	75,436	84,022	84,022	(1,407)	-2%
842 TRAVEL & EDUCATION	46,070	46,070	58,834	76,772	75,383	(29,313)	-64%
843 POSTAGE/FREIGHT/SHIPPING	3,817	3,817	9,704	13,860	13,860	(10,043)	-263%
Subtotal	\$ 2,094,330	\$ 1,982,787	\$ 1,921,862	\$ 7,393,044	\$ 7,280,305	\$ (5,297,518)	-267%
<b>CAPITAL OUTLAY</b>							
920 CAPITAL EQUIPMENT	182,500	182,500	182,495	-	-	182,500	100%
Subtotal	\$ 182,500	\$ 182,500	\$ 182,495	\$ -	\$ -	\$ 182,500	100%
Total Expenditures	\$ 5,758,623	\$ 5,758,623	\$ 5,688,363	\$ 11,311,411	\$ 10,892,601	\$ (5,133,978)	-89%
Operating Balance (Rev. - Exp.)	\$ (4,524,634)	\$ (4,524,634)	\$ (4,398,051)	\$ (5,092,365)	\$ (4,673,555)	\$ (148,921)	-3%
Ending Fund Balance (Resources. - Exp.)	\$ -	\$ -	\$ -	\$ -	\$ (4,349,414)	\$ (4,349,414)	

**TOTAL BUDGET BY PROGRAM****FY 2001-02****HUMAN RESOURCES****Agency 310**

Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
3110	ADMINISTRATION	\$ 443,920	\$ 113,501	\$ -	\$ 557,421	\$ 1,800
3140	WORKFORCE PLANNING	879,959	62,515	-	942,474	650
3160	TOTAL COMPENSATION	915,770	487,583	-	1,403,353	25,000
3170	CORPORATE INITIATIVES	158,647	150,125	-	308,772	130,000
3190	BUSINESS PERFORMANCE	1,214,000	404,985	-	1,618,985	-
<b>Totals:</b>		<b>\$ 3,612,296</b>	<b>\$ 1,218,709</b>	<b>\$ -</b>	<b>\$ 4,831,005</b>	<b>\$ 157,450</b>

**EXPENDITURES AND REVENUES BY AGENCY/OBJECT****HUMAN RESOURCES****Agency 310**

	FY 00-01 Final Adopted	FY 00-01 Projected	FY 00-01 Revised	FY 01-02 Requested	FY 01-02 Adopted	Variance	%
<b>RESOURCES</b>							
<b>REVENUE</b>							
635 OTHER CHARGES FOR SERVICES	25,300	32,559	25,300	25,300	25,300	-	0%
650 MISCELLANEOUS REVENUE	202,000	122,008	202,000	132,150	132,150	(69,850)	-35%
Sub Total	\$227,300	\$154,567	\$227,300	\$157,450	\$157,450	\$(69,850)	-31%
Total Resources	\$227,300	\$154,567	\$227,300	\$157,450	\$157,450	\$(69,850)	-31%
<b>EXPENDITURES</b>							
<b>PERSONAL SERVICES</b>							
701 REGULAR PAY	\$2,889,071	\$3,080,221	\$3,064,576	\$3,244,917	\$2,971,651	\$92,925	3%
705 TEMPORARY PAY	21,600	41,054	20,100	34,700	34,700	\$(14,600)	-73%
710 OVERTIME	1,000	4,124	2,500	3,900	3,900	\$(1,400)	-56%
750 FRINGE BENEFITS	577,392	547,974	586,521	634,850	602,044	\$(15,523)	-3%
790 OTHER PERSONAL SERVICES	-	324	-	-	-	-	-
795 PERSONAL SERVICES ALLOC.-OUT	(80,361)	(80,361)	(80,361)	-	-	\$(80,361)	-100%
796 PERSONAL SERVICES ALLOC.-IN	73,091	-	-	-	-	-	-
Subtotal	\$3,481,793	\$3,593,336	\$3,593,336	\$3,918,367	\$3,612,296	\$(18,960)	-1%
<b>SUPPLIES &amp; SERVICES</b>							
801 GENERAL SUPPLIES	\$224,497	\$146,223	\$113,015	\$422,991	\$360,991	\$(247,976)	-219%
803 FUEL	-	283	-	224	224	\$(224)	-
804 NON-CAPITAL EQUIPMENT	29,500	94,125	29,500	19,000	19,000	10,500	36%
810 LEGAL SERVICES	80,000	60,374	80,000	35,000	35,000	45,000	56%
812 OTHER SERVICES	702,207	617,893	702,146	637,029	587,679	114,467	16%
820 OPERATING LEASES & RENTS	36,760	35,604	36,760	36,250	36,250	510	1%
825 REPAIRS & MAINTENANCE	7,000	3,671	7,000	3,300	3,300	3,700	53%
830 INTERGOVERNMENTAL PAYMENTS	-	-	-	3,000	3,000	\$(3,000)	-
839 INTERNAL SERVICE CHARGES	82,615	74,654	82,615	84,022	84,022	\$(1,407)	-2%
842 TRAVEL & EDUCATION	46,070	58,834	46,070	76,772	75,383	\$(29,313)	-64%
843 POSTAGE/FREIGHT/SHIPPING	3,817	9,267	3,817	13,860	13,860	\$(10,043)	-263%
Subtotal	\$1,212,466	\$1,100,928	\$1,100,923	\$1,331,448	\$1,218,709	\$(117,786)	-11%
<b>CAPITAL OUTLAY</b>							
920 CAPITAL EQUIPMENT	182,500	182,495	182,500	-	-	182,500	100%
Subtotal	\$182,500	\$182,495	\$182,500	\$0	\$-	182,500	100%
Total Expenditures	\$4,876,759	\$4,876,759	\$4,876,759	\$5,249,815	\$4,831,005	\$45,754	1%
Operating Balance (Rev. - Exp.)	\$(4,649,459)	\$(4,722,192)	\$(4,649,459)	\$(5,092,365)	\$(4,673,555)	\$(24,096)	-1%



**TOTAL BUDGET BY PROGRAM**  
**FY 2001-02**  
**HUMAN RESOURCES - EMPLOYEE BENEFITS**  
**Agency 312**

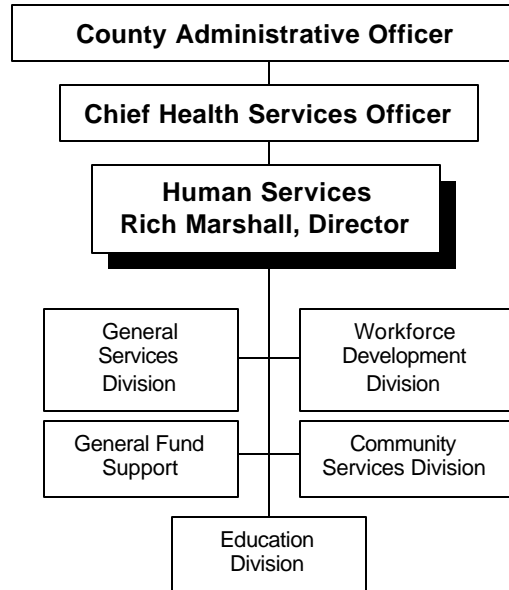
Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
3181	MEDICAL INSURANCE	\$ -	\$ -	\$ -	\$ -	\$ -
3182	WELLNESS PROGRAM	-	-	-	-	-
3183	MENTAL HEALTH SUBSTANCE ABUSE	-	-	-	-	-
3184	EMPLOYEE ASSISTANCE	-	-	-	-	-
3185	DISABILITY	-	1,261,596	-	1,261,596	1,261,596
3186	LIFE INSURANCE	-	-	-	-	-
3187	DENTAL INSURANCE	-	4,800,000	-	4,800,000	4,800,000
3188	MARIFLEX	-	-	-	-	-
3190	SIGHT CARE	-	-	-	-	-
<b>Totals:</b>		<b>\$ -</b>	<b>\$ 6,061,596</b>	<b>\$ -</b>	<b>\$ 6,061,596</b>	<b>\$ 6,061,596</b>

**EXPENDITURES AND REVENUES BY AGENCY/OBJECT**  
**HUMAN RESOURCES - EMPLOYEE BENEFITS**  
**Agency 312**

	FY 00-01 Final Adopted	FY 00-01 Projected	FY 00-01 Revised	FY 01-02 Requested	FY 01-02 Adopted	Variance	%
<b>RESOURCES</b>							
Beginning Fund Balance	\$0	\$0	\$0	\$0	\$ 324,141	\$ 324,141	
<b>REVENUE</b>							
635 OTHER CHARGES FOR SERVICES	1,006,689	1,090,100	1,006,689	6,061,596	6,061,596	5,054,907	502%
645 INTEREST EARNINGS	-	45,645	-	-	-	-	
Sub Total	\$1,006,689	\$1,135,745	\$1,006,689	\$6,061,596	\$ 6,061,596	\$ 5,054,907	502%
Total Resources	\$1,006,689	\$1,135,745	\$1,006,689	\$6,061,596	\$ 6,385,737	\$ 5,379,048	534%
<b>EXPENDITURES</b>							
<b>PERSONAL SERVICES</b>							
701 REGULAR PAY	\$0	(\$8,597)	\$0	\$0	\$ -	\$ -	
705 TEMPORARY PAY	-	189	-	-	-	-	
750 FRINGE BENEFITS	-	(910)	-	-	-	-	
790 OTHER PERSONAL SERVICES	-	(12)	-	-	-	-	
Subtotal	\$0	(\$9,330)	\$0	\$0	\$ -	\$ -	
<b>SUPPLIES &amp; SERVICES</b>							
811 HEALTH CARE SERVICES	-	-	-	-	2,400,000	(2,400,000)	
812 OTHER SERVICES	881,864	819,715	881,864	6,061,596	3,661,596	(2,779,732)	-315%
839 INTERNAL SERVICE CHARGES	-	782	-	-	-	-	
843 POSTAGE/FREIGHT/SHIPPING	-	437	-	-	-	-	
Subtotal	\$881,864	\$820,934	\$881,864	\$6,061,596	\$ 6,061,596	\$ (5,179,732)	-587%
Total Expenditures	\$881,864	\$811,604	\$881,864	\$6,061,596	\$ 6,061,596	\$ (5,179,732)	-587%
Operating Balance (Rev. - Exp.)	\$124,825	\$324,141	\$124,825	\$0	\$ -	\$ (124,825)	-100%
Ending Fund Balance (Resources - Exp.)	\$0	\$0	\$0	\$0	\$ 324,141	\$ 324,141	



## HUMAN SERVICES



### MISSION

The mission of the Human Services Department (HSD) is to provide education, employment and basic needs services for individuals, children and families, so that they have opportunities to enhance their economic, social and physical well-being.

### VISION

All Maricopa County residents will have opportunities to achieve economic self-sufficiency and enjoy a high quality of life.

### GOALS

- ↔ By June 2005, HSD will be recognized as a high-performance outcome-oriented organization that meets or exceeds the contract performance standards established by all grant agencies.
- ↔ By June 2004, HSD will have met or exceeded established performance targets in attracting and retaining highly-skilled and motivated staff at all levels.
- ↔ By June 2004, HSD will develop a customer-driven technology plan that aligns with county standards and responds to the changes in the Department's services, delivery systems and processes.
- ↔ By June 2005, HSD will secure additional funding and other resources that will allow the Department to serve a larger percentage of the target population.
- ↔ By June 2004, HSD will have implemented all key components of an established marketing plan and be able to demonstrate a higher level of support from elected officials and the community.

### ISSUES

- ↔ There is a devolution of responsibility from the federal to state/local government for the funding and design of human service programs, and there are efforts to promote the integration of faith-based and for-profit organizations into the delivery of such programs. These factors will create a greater competition for funds and may threaten the integrity of Maricopa County's human service delivery infrastructure.
- ↔ There has been a dramatic increase in our target population and the demand for our services, but our general fund appropriation and other grant funding has been stagnant or declining relative to the population changes, which may affect our ability to maintain existing services or service levels.
- ↔ A shrinking supply of affordable housing, coupled with fewer entry level jobs that provide livable wages and full benefits, will result in greater demand for basic needs services.





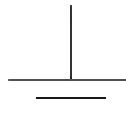
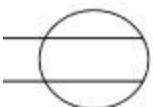
- ↔ The allocation formulas for federal block grants, which are only adjusted on a 10-year cycle, penalize high population growth areas (such as Maricopa County), and will result in less per capita federal resources for the provision of human services to Maricopa County residents.
- ↔ There is a trend in education reform to mandate the assessment of children's progress towards specific learning outcomes as evidence of program effectiveness. Additionally, there are mounting pressures to expand Head Start as a full-day/year-round program without concomitant increases in funding. Together, these issues will limit the number of families served by the department and compromise our ability to offer comprehensive services.
- ↔ The increase in business growth in Maricopa County, combined with the shortages of qualified applicants and employees who possess the technical skills necessary for high-demand occupations, will present greater challenges to the Department in meeting both our internal staffing needs and those of the business community we serve.
- ↔ The increasing lack of affordable and accessible public transportation throughout Maricopa County will result in greater public demand for the Department's limited/dwindling transportation assistance resources.
- ↔ The data and technology management needs and expectations of our internal and external constituents will continue to grow and exceed the Department's resources as they are currently planned and managed, which will pose significant operational and budgetary challenges to the Department throughout the strategic planning horizon.

## PERFORMANCE MEASURES

Performance Measures	FY 99 Actual	FY 00 Actual	FY 01 Actual	FY 02 Projected
Customers utilizing the Maricopa Workforce Development Centers	6,668	5,849	5,267	6,668
WIA Enrollment (Youth & Adults)	2,639	1,550	4,323	N/A
Satisfaction Rate of Maricopa Workforce Development Center Customers	85%	87%	72%	73%
WIA Youth Program Completion	86%	93%	N/A	N/A
Head Start enrollments	2,321	2,359	2,788	2,157
Early Head Start Enrollments	93	107	132	139
Clients served who have a certified disability	N/A	10%	11%	10%
Basic clients served who have a medical home	N/A	58%	73%	80%
Early Head Start clients who have a medical home	N/A	96%	97%	90%
Percent of Children Fully Immunized	98%	86%	69%	90%
Head Start Average Daily Attendance	80%	80%	83%	85%
Mastery in emergent literacy indicators	25%	54%	60%	80%
Community Action Program Clients	36,984	33,691	32,571	32,000
Individuals provided emergency homeless & prevention services	6,303	10,308	10,468	10,000
Ratio of leveraged funds to CSBG dollars	1:2.89	1:3.90	1:8	1:8
Annual savings for low-income households enrolled in utility assistance/discount programs	\$244,950	\$216,965	\$306,424	\$280,000
Number of One-Way Passenger Trips	140,474	101,549	206,244	121,000
Number of Home Delivered Meals	115,413	116,712	222,020	114,000
Ratio of county dollars to leveraged funds	01:05.20	1:06.91	N/A	N/A
STS Fleet Operation Efficiency (Riders/Hr.)	2.39	2.20	N/A	N/A

## POSITION DISTRIBUTION

POSITION DISTRIBUTION 22 HUMAN SERVICES	
WORKING TITLE	FTE
ACCOUNTANT I	3.0
ACCOUNTANT II	2.0
ACCOUNTANT III	3.0
ACCOUNTING TECHNICIAN	1.0
ADMINISTRATIVE ASSTNT I	2.0
ADMINISTRATIVE ASSTNT II	10.0
ADMINISTRATIVE ASSTNT III	5.0
ADMINISTRATIVE COORD II	1.0
ADMINISTRATIVE COORD IV	13.0
ADMINISTRATIVE COORD VI	3.0





## MARICOPA COUNTY FY 2001-02 ANNUAL BUSINESS STRATEGIES

### DEPARTMENTAL BUDGET SCHEDULES

WORKING TITLE	FTE
AREA COORDINATOR	7.0
CAREER GUIDANCE SPEC	1.0
CENTER COORDINATOR	1.0
CLERK EHS	1.0
COMMUNICATIONS COORDINATOR	1.0
CONTRACT SPECIALIST I	5.0
DATA ENTRY OP - TEAM LEADER	1.0
DATA ENTRY OPERATOR	4.0
DISABILITIES COORDINATOR	1.0
EARLY CHILDHOOD HEALTH COORDINATOR	1.0
EARLY HEAD START COORDINATOR	1.0
EDUCATION COORDINATOR	1.0
FAMILY CASE SPECIALIST	22.0
FAMILY SERVICES DELIVERY COORDINATOR	4.0
FAMILY SERVICES DELIVERY COORDINATOR II	1.0
FINANCIAL SERVICES ADMINISTRATOR I	1.0
GRANTS PROGRAM MANAGER	1.0
HEALTH EDUCATION COORDINATOR	1.0
HEALTH SERVICES DELIVERY COORDINATOR II	2.0
HOME VISITOR	8.0
HR ASSISTANT	1.0
HR MANAGER	1.0
HSG & HUMAN SVCS DIR	1.0
INSTRUCTOR	5.0
LEAD INTGRD SYS DSGN ANL	1.0
LICENSING COORDINATOR	1.0
MANAGEMENT ANALYST II	1.0
MIS COORDINATOR	1.0
MIS TECHNICIAN	2.0
NUTRITIONIST II	1.0
OPERATIONS COORDINATOR	1.0
OPERATIONS MANAGER	1.0
OPERATIONS PROGRAM COORDINATOR	1.0
PERSONNEL COORDINATOR	1.0
PROCUREMENT COORDINATOR	1.0
PROCUREMENT OFFICER	1.0
PROGRAM ASSISTANT	1.0
PROGRAM ASSISTNCE REP III	6.0
PROGRAM COORDINATOR II	3.0
PROGRAM DEVLPMNT COORDINATOR	1.0
PROGRAM GOVERNANCE COORDINATOR	1.0
PROGRAM SERVICES REP	1.0
PROGRAMMER-ANALYST II	1.0
SENIOR GRANTS ACCOUNTANT	1.0
SENIOR INFRMTN SYST ANLST	1.0
SERVICE DELIVERY COORDINATOR II	6.0
SERVICE WORKER III	1.0
SOCIAL SERVICES COORDINATOR	1.0
STAFF DEVELOPMENT COORDINATOR	1.0
STS DISPATCHER	4.0
SUPPORT SERVICE WORKER	2.0
SUPPORT SERVICE WORKER III	1.0
SWITCHBOARD OPERATOR	1.0
TEACHER	65.0
TEACHER I	11.0
TEACHER II	3.0
TEACHER'S AIDE	9.0
TEACHER'S AIDE I	5.0
TEACHER'S AIDE II	33.0
TEACHER'S ASSISTANT	4.0
TRAINING COORDINATOR	1.0
TRANSPORTATION MOBILITY SPECIALIST	1.0
VOCATIONAL COUNSELOR	14.0
<b>TOTAL</b>	<b>309.0</b>

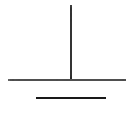
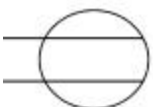
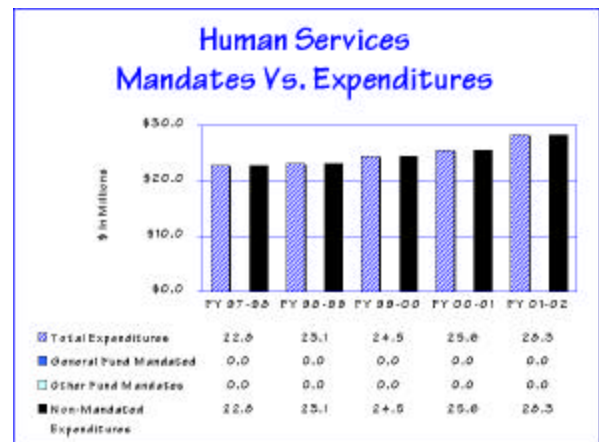
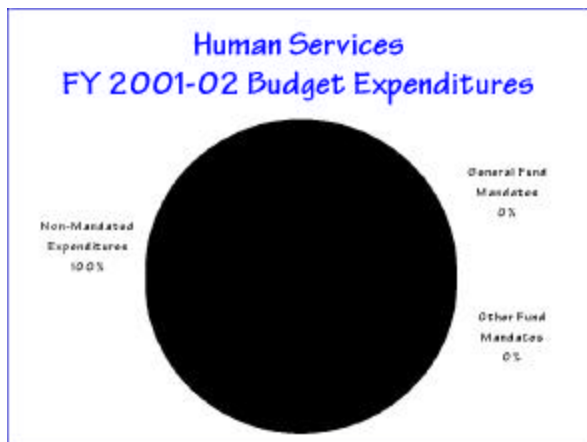


**MANDATE CONSOLIDATED FINANCIAL DATA**

<b>Total Department Expenditures</b>	<b>General Fund</b>	<b>Special Revenue</b>	<b>Total</b>
FY 1996-97 Actuals	\$ 890,085	\$ 18,161,695	\$ 19,051,780
FY 1997-98 Actuals	\$ 953,222	\$ 21,854,142	\$ 22,807,364
FY 1998-99 Actuals	\$ 943,274	\$ 22,156,709	\$ 23,099,983
FY 1999-00 Actuals	\$ 1,302,873	\$ 23,150,226	\$ 24,453,099
FY 2000-01 Estimate	\$ 1,309,631	\$ 24,315,741	\$ 25,625,372
FY 2001-02 Adopted Budget	\$ 1,307,854	\$ 26,975,193	\$ 28,283,047

<b>Total Non-Mandated Expenditures</b>	<b>General Fund</b>	<b>Special Revenue</b>	<b>Total</b>
FY 1996-97 Actuals	\$ 890,085	\$ 18,161,695	\$ 19,051,780
FY 1997-98 Actuals	\$ 953,222	\$ 21,854,142	\$ 22,807,364
FY 1998-99 Actuals	\$ 943,274	\$ 22,156,709	\$ 23,099,983
FY 1999-00 Actuals	\$ 1,302,873	\$ 23,150,226	\$ 24,453,099
FY 2000-01 Estimate	\$ 1,309,631	\$ 24,315,741	\$ 25,625,372
FY 2001-02 Adopted Budget	\$ 1,307,854	\$ 26,975,193	\$ 28,283,047

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.



# MARICOPA COUNTY FY 2001-02 ANNUAL BUSINESS STRATEGIES

## DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - ADOPTED

### HUMAN SERVICES Department 22

FUND TYPE	Personal Services	Supplies & Services	Capital Outlay	Total Expenses	Total Revenue
GENERAL FUND	\$ 357,854	\$ 950,000	\$ -	\$ 1,307,854	\$ -
SPECIAL REVENUE	8,728,862	17,926,331	320,000	26,975,193	26,975,193
SUB-TOTAL	\$ 9,086,716	\$ 18,876,331	\$ 320,000	\$ 28,283,047	\$ 26,975,193
TOTAL FUNDS	\$ 9,086,716	\$ 18,876,331	\$ 320,000	\$ 28,283,047	\$ 26,975,193

## EXPENDITURES AND REVENUES BY DEPARTMENT/OBJECT

### HUMAN SERVICES Department 22

	FY 00-01 Final Adopted	FY 00-01 Revised	FY 00-01 Projected	FY 01-02 Requested	FY 01-02 Adopted	Variance	%
<b>RESOURCES</b>							
REVENUE							
615 GRANTS	24,315,741	24,315,741	24,214,085	26,975,193	26,975,193	2,659,452	11%
620 OTHER INTERGOVERNMENTAL	-	-	55,844	-	-	-	-
645 INTEREST EARNINGS	-	-	(12,025)	-	-	-	-
650 MISCELLANEOUS REVENUE	-	-	57,837	-	-	-	-
Sub Total	\$ 24,315,741	\$ 24,315,741	\$ 24,315,741	\$ 26,975,193	\$ 26,975,193	\$ 2,659,452	11%
Total Resources	\$ 24,315,741	\$ 24,315,741	\$ 24,315,741	\$ 26,975,193	\$ 26,975,193	\$ 2,659,452	11%
<b>EXPENDITURES</b>							
PERSONAL SERVICES							
701 REGULAR PAY	\$ 7,261,049	\$ 7,910,415	\$ 7,013,400	\$ 6,303,081	\$ 6,286,253	\$ 1,624,162	21%
705 TEMPORARY PAY	718,000	718,000	639,244	105,000	105,000	613,000	85%
710 OVERTIME	-	-	2,838	-	-	-	-
750 FRINGE BENEFITS	1,878,098	1,866,374	1,737,323	2,183,467	2,181,761	(315,387)	-17%
790 OTHER PERSONAL SERVICES	-	-	15,159	1,226,289	1,226,289	(1,226,289)	-
795 PERSONAL SERVICES ALLOC.-OUT	(749,711)	(754,711)	(374,856)	(770,204)	(769,936)	15,225	2%
796 PERSONAL SERVICES ALLOC.-IN	22,691	27,691	11,345	57,617	57,349	(29,658)	-107%
Subtotal	\$ 9,130,127	\$ 9,767,769	\$ 9,044,453	\$ 9,105,250	\$ 9,086,716	\$ 681,053	7%
SUPPLIES & SERVICES							
801 GENERAL SUPPLIES	\$ 135,314	\$ 1,556,986	\$ 725,667	\$ 1,633,749	\$ 1,633,749	\$ (76,763)	-5%
802 MEDICAL SUPPLIES	5,900	5,900	15,225	5,900	5,900	-	0%
803 FUEL	126,053	126,053	85,170	132,300	132,300	(6,247)	-5%
804 NON-CAPITAL EQUIPMENT	459,500	459,500	282,191	216,900	216,900	242,600	53%
810 LEGAL SERVICES	4,450	4,450	5,425	4,400	4,400	50	1%
811 HEALTH CARE SERVICES	3,000	3,000	1,500	3,000	3,000	-	0%
812 OTHER SERVICES	13,637,613	11,593,770	13,413,748	15,103,350	15,048,350	(3,454,580)	-30%
820 OPERATING LEASES & RENTS	644,300	644,300	680,345	701,446	701,446	(57,146)	-9%
825 REPAIRS & MAINTENANCE	59,452	59,452	65,794	79,350	79,350	(19,898)	-33%
839 INTERNAL SERVICE CHARGES	855,192	855,192	756,918	608,077	608,077	247,115	29%
842 TRAVEL & EDUCATION	164,146	164,146	197,646	200,999	200,999	(36,853)	-22%
843 POSTAGE/FREIGHT/SHIPPING	38,720	38,720	25,669	37,316	37,316	1,404	4%
845 SUPPORT & CARE OF PERSONS	220,300	220,300	118,690	90,687	90,687	129,613	59%
850 UTILITIES	78,700	78,700	67,792	78,857	78,857	(157)	0%
855 INTEREST EXPENSE	-	-	-	35,000	35,000	(35,000)	-
880 TRANSFERS OUT	13,540	13,540	13,540	-	-	13,540	100%
Subtotal	\$ 16,446,180	\$ 15,824,009	\$ 16,455,320	\$ 18,931,331	\$ 18,876,331	\$ (3,052,322)	-19%
CAPITAL OUTLAY							
915 BUILDINGS & IMPROVEMENTS	-	-	49,411	-	-	-	-
920 CAPITAL EQUIPMENT	-	-	16,000	250,000	250,000	(250,000)	-
930 VEHICLES & CONSTRUCTION EQUIP.	-	-	25,659	70,000	70,000	(70,000)	-
950 DEBT SERVICE	50,000	34,529	34,529	-	-	34,529	100%
Subtotal	\$ 50,000	\$ 34,529	\$ 125,599	\$ 320,000	\$ 320,000	\$ (285,471)	-827%
Total Expenditures	\$ 25,626,307	\$ 25,626,307	\$ 25,625,372	\$ 28,356,581	\$ 28,283,047	\$ (2,656,740)	-10%
Operating Balance (Rev. - Exp.)	\$ (1,310,566)	\$ (1,310,566)	\$ (1,309,631)	\$ (1,381,388)	\$ (1,307,854)	\$ 2,712	0%

**TOTAL BUDGET BY PROGRAM****FY 2001-02****HUMAN SERVICES****Agency 220**

Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
2213	OPERATIONS	\$ 357,854	\$ 950,000	\$ -	\$ 1,307,854	\$ -
<b>Totals:</b>		<b>\$ 357,854</b>	<b>\$ 950,000</b>	<b>\$ -</b>	<b>\$ 1,307,854</b>	<b>\$ -</b>

**EXPENDITURES AND REVENUES BY AGENCY/OBJECT****HUMAN SERVICES****Agency 220**

	FY 00-01 Final Adopted	FY 00-01 Projected	FY 00-01 Revised	FY 01-02 Requested	FY 01-02 Adopted	Variance	%
<b>EXPENDITURES</b>							
PERSONAL SERVICES							
701 REGULAR PAY	\$323,875	\$322,134	\$336,248	\$358,076	\$ 341,005	\$ (4,757)	-1%
750 FRINGE BENEFITS	49,382	49,314	52,480	55,469	53,738	(1,258)	-2%
795 PERSONAL SERVICES ALLOC.-OUT	(22,691)	(11,346)	(27,691)	(37,157)	(36,889)	9,198	33%
Subtotal	\$350,566	\$360,102	\$361,037	\$376,388	\$ 357,854	\$ 3,182	1%
SUPPLIES & SERVICES							
801 GENERAL SUPPLIES	\$710,000	\$715,000	\$715,000	\$715,000	\$ 715,000	\$ -	0%
812 OTHER SERVICES	200,000	200,000	200,000	200,000	200,000	-	0%
855 INTEREST EXPENSE	-	-	-	35,000	35,000	(35,000)	
Subtotal	\$910,000	\$915,000	\$915,000	\$950,000	\$ 950,000	\$ (35,000)	-4%
CAPITAL OUTLAY							
950 DEBT SERVICE	50,000	34,529	34,529	-	-	34,529	100%
Subtotal	\$50,000	\$34,529	\$34,529	\$0	\$ -	\$ 34,529	100%
Total Expenditures	\$1,310,566	\$1,309,631	\$1,310,566	\$1,326,388	\$ 1,307,854	\$ 2,711	0%
Operating Balance (Rev. - Exp.)	(\$1,310,566)	(\$1,309,631)	(\$1,310,566)	(\$1,326,388)	\$ (1,307,854)	\$ 2,711	0%

# MARICOPA COUNTY FY 2001-02 ANNUAL BUSINESS STRATEGIES

## TOTAL BUDGET BY PROGRAM FY 2001-02 HUMAN SERVICES GRANTS Agency 221

Org	Title	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Revenue
2214	COST POOL	\$ (0)	\$ -	\$ -	\$ (0)	\$ -
2242	TITLE IIA	700,448	1,183,234	-	1,883,682	1,883,681
2243	TITLE IIC	300,002	1,462,386	-	1,762,388	1,762,388
2244	TITLE IIB	191,009	1,313,447	-	1,504,456	1,504,455
2245	TITLE III (60%)	357,779	567,017	-	924,796	924,795
2246	DISCRETIONARY	70,596	37,421	-	108,017	108,017
2247	TITLE III (40%)	377,347	339,316	-	716,663	716,664
2251	TRANSPORTATION	440,236	2,754,764	320,000	3,515,000	3,515,000
2252	COMMUNITY ACTION PROGRAMS	325,534	2,293,428	-	2,618,962	2,618,963
2253	COMMUNITY SERVICES	-	393,250	-	393,250	393,250
2261	HEAD START	5,965,912	7,582,068	-	13,547,980	13,547,980
<b>Totals:</b>		<b>\$ 8,728,862</b>	<b>\$ 17,926,331</b>	<b>\$ 320,000</b>	<b>\$ 26,975,193</b>	<b>\$ 26,975,193</b>

## EXPENDITURES AND REVENUES BY AGENCY/OBJECT HUMAN SERVICES GRANTS Agency 221

	FY 00-01 Final Adopted	FY 00-01 Projected	FY 00-01 Revised	FY 01-02 Requested	FY 01-02 Adopted	Variance	%
<b>RESOURCES</b>							
<b>REVENUE</b>							
615 GRANTS	24,315,741	24,214,085	24,315,741	26,975,193	26,975,193	2,659,452	11%
620 OTHER INTERGOVERNMENTAL	-	55,844	-	-	-	-	-
645 INTEREST EARNINGS	-	(12,025)	-	-	-	-	-
650 MISCELLANEOUS REVENUE	-	57,837	-	-	-	-	-
Sub Total	\$24,315,741	\$24,315,741	\$24,315,741	\$26,975,193	\$26,975,193	\$2,659,452	11%
Total Resources	\$24,315,741	\$24,315,741	\$24,315,741	\$26,975,193	\$26,975,193	\$2,659,452	11%
<b>EXPENDITURES</b>							
<b>PERSONAL SERVICES</b>							
701 REGULAR PAY	\$6,937,174	\$6,691,266	\$7,574,167	\$5,945,005	\$5,945,248	\$1,628,919	22%
705 TEMPORARY PAY	718,000	639,244	718,000	105,000	105,000	613,000	85%
710 OVERTIME	-	2,838	-	-	-	-	-
750 FRINGE BENEFITS	1,828,716	1,688,009	1,813,894	2,127,998	2,128,023	(314,129)	-17%
790 OTHER PERSONAL SERVICES	-	15,159	-	1,226,289	1,226,289	(1,226,289)	-
795 PERSONAL SERVICES ALLOC.-OUT	(727,020)	(363,510)	(727,020)	(733,047)	(733,047)	6,027	1%
796 PERSONAL SERVICES ALLOC.-IN	22,691	11,345	27,691	57,617	57,349	(29,658)	-107%
Subtotal	\$8,779,561	\$8,684,351	\$9,406,732	\$8,728,862	\$8,728,862	\$677,870	7%
<b>SUPPLIES &amp; SERVICES</b>							
801 GENERAL SUPPLIES	(\$574,686)	\$10,667	\$841,986	\$918,749	\$918,749	(\$76,763)	-9%
802 MEDICAL SUPPLIES	5,900	15,225	5,900	5,900	5,900	-	0%
803 FUEL	126,053	85,170	126,053	132,300	132,300	(6,247)	-5%
804 NON-CAPITAL EQUIPMENT	459,500	282,191	459,500	216,900	216,900	242,600	53%
810 LEGAL SERVICES	4,450	5,425	4,450	4,400	4,400	50	1%
811 HEALTH CARE SERVICES	3,000	1,500	3,000	3,000	3,000	-	0%
812 OTHER SERVICES	13,437,613	13,213,748	11,393,770	14,903,350	14,848,350	(3,454,580)	-30%
820 OPERATING LEASES & RENTS	644,300	680,345	644,300	701,446	701,446	(57,146)	-9%
825 REPAIRS & MAINTENANCE	59,452	65,794	59,452	79,350	79,350	(19,898)	-33%
839 INTERNAL SERVICE CHARGES	855,192	756,918	855,192	608,077	608,077	247,115	29%
842 TRAVEL & EDUCATION	164,146	197,646	164,146	200,999	200,999	(36,853)	-22%
843 POSTAGE/FREIGHT/SHIPPING	38,720	25,669	38,720	37,316	37,316	1,404	4%
845 SUPPORT & CARE OF PERSONS	220,300	118,690	220,300	90,687	90,687	129,613	59%
850 UTILITIES	78,700	67,792	78,700	78,857	78,857	(157)	0%
880 TRANSFERS OUT	13,540	13,540	13,540	-	-	13,540	100%
Subtotal	\$15,536,180	\$15,540,320	\$14,909,009	\$17,981,331	\$17,926,331	(\$3,017,322)	-20%
<b>CAPITAL OUTLAY</b>							
915 BUILDINGS & IMPROVEMENTS	-	49,411	-	-	-	-	-
920 CAPITAL EQUIPMENT	-	16,000	-	250,000	250,000	(250,000)	-
930 VEHICLES & CONSTRUCTION EQUIP.	-	25,659	-	70,000	70,000	(70,000)	-
Subtotal	\$0	\$91,070	\$0	\$320,000	\$320,000	(\$320,000)	-
Total Expenditures	\$24,315,741	\$24,315,741	\$24,315,741	\$27,030,193	\$26,975,193	(\$2,659,452)	-11%
Operating Balance (Rev. - Exp.)	\$0	(\$0)	\$0	(\$55,000)	\$0	\$0	75180%